

UNITED STATES OF AMERICA
POSTAL REGULATORY COMMISSION
WASHINGTON, D.C. 20268-0001

Annual Compliance Report, 2020

Docket No. ACR2020

CHAIRMAN'S INFORMATION REQUEST NO. 26

(Issued March 25, 2021)

To clarify the Postal Service's FY 2020 Annual Performance Report (*FY 2020 Report*) and FY 2021 Annual Performance Plan (*FY 2021 Plan*),¹ the Postal Service is requested to provide written responses to the following requests. Answers should be provided to individual requests as soon as they are developed, but no later than April 1, 2021.

Legal

1. Please confirm that the FY 2021 Annual Performance Report will contain comparable results for FYs 2018 through 2021 for these performance indicators: Business Service Network, Point of Sale, Delivery, Customer Care Center, Customer 360, usps.com and Business Mail Entry Unit. If not confirmed, for each of these performance indicators that will not have comparable results, please describe the methodologies the Postal Service will use to calculate results for each fiscal year (*i.e.*, FYs 2018, 2019, 2020, and 2021).

¹ The *FY 2020 Report* and *FY 2021 Plan* are included in the Postal Service's FY 2020 *Annual Report to Congress*, which the Postal Service filed with the FY 2020 *Annual Compliance Report*. *United States Postal Service Fiscal Year 2020 Annual Report to Congress* at 31-57; see Library Reference USPS-FY20-17, December 29, 2020, file "FY2020.Annual.Report.USPS.FY20.17.pdf" (*FY 2020 Annual Report*).

Safe Workplace and Engaged Workforce

2. The Postal Service states that “[t]he goal of the Safety Dashboard is to provide accurate and informative one-stop accident information that provides just-in-time data to support decision making at the facility, district, area, and national levels.”² It also states that it “captures a great deal of information in various delivery management systems and enterprise analytics platforms that can be used to develop just in time safety programs and awareness campaigns.” Response to CHIR No. 24, question 13. Please explain what “one-stop” and “just-in-time” mean in the context of these CHIR responses.
3. The Postal Service states that “overall comments from the Postal Pulse survey were broken down and analysis was provided to leadership within each of the nine functional areas, and, also, the seven field areas.” *Id.* question 14.b. Please describe the nine functional areas and the seven field areas.
4. Employee Experience (EX) is the sum of all interactions that an employee has with an organization, from recruiting to an exit interview.³ Some studies have found that EX and Customer Experience (CX) are equally important and intrinsically linked because strong EX is a necessary condition for outstanding CX.⁴
 - a. Please explain whether and how the Postal Service views EX or employee engagement as part of or related to the Excellent Customer Experiences performance goal or CX initiatives. In the response, please provide

² Responses of the United States Postal Service to Questions 1-17 of Chairman’s Information Request No. 24, March 18, 2021, question 10.a. (Response to CHIR No. 24).

³ Gallup, *Designing the Employee Experience to Improve Workplace Culture and Drive Performance*; available at <https://www.gallup.com/workplace/323573/employee-experience-and-workplace-culture.aspx>.

⁴ Local Measure, *The Connection between EX and CX Has Never Been More Important* (March 25, 2020); available at <https://www.localmeasure.com/post/the-connection-between-ex-and-cx-has-never-been-more-important>; Melissa Arronte, *EX and CX – Better Together*, Medallia (October 15, 2019) available at <https://www.medallia.com/blog/ex-and-cx-better-together/>.

specific examples of how EX or employee engagement is part of or related to the Excellent Customer Experiences performance goal or CX initiatives.

- b. Please explain whether and how the Postal Service measures the impact of EX or employee engagement on CX or the Excellent Customer Experiences performance goal. If available, please provide quantitative support and identify the metric(s) used. If the Postal Service does not measure the impact of EX or employee engagement on CX or the Excellent Customer Experiences performance goal, please explain why.
- c. Please explain whether there is a relationship between the results of the Postal Pulse survey and the CX surveys (*i.e.*, whether CX survey scores trend up with higher Postal Pulse scores, and vice versa). If available, please provide quantitative support for the explanations and identify the metric(s) used.

Excellent Customer Experiences

- 5. The Postal Service provides the Net Promoter Score question and FY 2020 result for each CX survey.⁵ For the Business Service Network, Point of Sale, and Customer 360 surveys, please provide the total number of responses to the Net Promoter Score question disaggregated by each of the possible responses.⁶

By the Chairman.

Michael Kubayanda

⁵ Responses of the United States Postal Service to Questions 1-24 of Chairman's Information Request No. 22, March 9, 2021, question 5.a.

⁶ This information was not included with the FY 2020 *Annual Compliance Report*. See Library Reference USPS-FY20-38, December 29, 2020, folder "USPS-FY20-38," Excel file "CX Question Response Counts_FY20.xlsx."